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ABSTRACT

Compiled by the Maricopa County Library Council, Inc., a countywide library planning body made up of representatives of the various sizes and types of libraries in Maricopa County, Arizona, this planning document describes the current level of development in the county's public libraries and presents recommended development goals for college, university, special, elementary, and secondary school libraries in the county. A number of difficulties associated with coordinated, cooperative planning efforts in a large, fast-growing area such as Maricopa County are discussed, and use of OCLC for collection development and interlibrary lending and borrowing is recommended to facilitate cooperation among libraries. In addition to statements of goals and objectives, this report includes an executive summary; background information on the community and its libraries; five charts/maps showing the geography of the county and various factors related to libraries; profiles of individual libraries of each type represented in the county; and a report on an assessment of the current status of library services and resources in the county, including levels of public library service, growth, governmental changes, interlibrary cooperation, and library education. (CGD)

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A MARICOPA COUNTY

LIBRARY PLAN

1987 Revision

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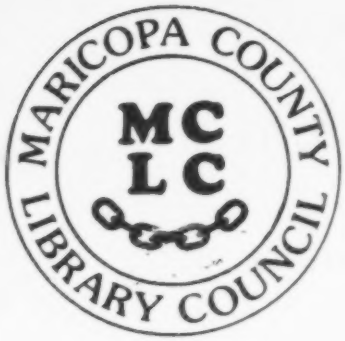
The Maricopa County Library Council is incorporated as a not-for-profit organization in the State of Arizona. Its purpose is to share information, to promote innovative responses to common problems, and to develop cooperative activities among libraries in Maricopa County.



Promoting cooperation among libraries

TO MUNICIPAL AND COUNTY GOVERNING OFFICIALS, LIBRARY ADVISORY BOARDS, PLANNERS, LIBRARIANS, LIBRARY USERS.

Attached is a planning document developed by the Maricopa County Library Council that attempts to assess the needs and project the development of libraries in Maricopa County, Arizona. The Council attempts to represent all types of libraries in the county and promotes cooperation among them. The plan focuses predominantly on public library development but considers the importance of communications and interlibrary cooperation between public and academic, special and school libraries and the development of their collections.

Maricopa County is one of the nation's more difficult counties in which to attempt to plan, whether for libraries, roads or social services. It contains six of Arizona's seven largest cities, the nation's 6th largest university, and one of the country's largest community college districts. No one has an accurate count of the number of library facilities in the county.

We hope this document will be used as one of the foundation pieces in the development of Phase II of the Maricopa County Free Library District's plan. It has been revised and expanded throughout the Council's years of existence and represents input from all types of libraries.

An executive summary follows.

Sincerely,

Linda Saferite
President
October 1, 1987

EXECUTIVE SUMMARY

The Maricopa County Library Plan, underleaf, is structured with its Goals and Objectives stated first. They are followed by considerable supporting documentation.

An underlying theme of the plan is that each agency of government should pace its local library growth with the growth of its political jurisdiction.

Other themes include the mutual dependence of all libraries upon each other and the vital need for cooperation. A lowering of collection or service levels at one adds a problem to others. All major libraries have computer access to the collections of other large libraries and maintain both telefacsimile and computer communications with them. Librarians, in their unassuming way, are already providing an example of intergovernmental cooperation that is worthy of emulation.

Public libraries fall into five categories of increasing importance:

1. Bookmobile Services and/or books by mail services in very rural areas.
2. Stations with book collections but no permanent paid staff.
3. Community Libraries with paid staff and permanent facilities.
4. Metropolitan Resource Libraries serving over 100,000 persons.
5. Statewide Urban Resource Center Libraries providing major collections for access via interlibrary loan from libraries throughout Arizona and serving in excess of 250,000 persons.

The county free library district legislation and subsequent establishment of the Maricopa County Free Library District has presented an opportunity for dynamic development of public libraries throughout Maricopa County.

This Plan recommends that a variety of arrangements be available through intergovernmental agreements between cities with established public libraries for receipt of services or tax revenues or both from the Free Library District. These include:

-District assumption of all library functions and services for a municipality that elects not to operate its own library.

-District provision of a combination of direct services and return of tax revenues to a municipal library with costs of services the municipality elects to have the District perform deducted from its distribution of tax revenue.

-District distribution of tax revenue on a per capita or tax levy basis to municipalities that elect to receive no library services from the District.

-District payment to municipalities for library services provided to the District.

-District provision of library services in all unincorporated areas of Maricopa County either directly or by contract with an existing library.

The Plan does not encourage the Free Library District to duplicate expensive services and collections that are already available from larger libraries but does recommend it offer centralized computer services, central book order and processing services, consulting services, etc. to smaller libraries so each can benefit from the economy of scale provided.

The Plan recommends that the District headquarter itself in a public service library that will provide Metropolitan Resource Library services to the small communities west of the Phoenix city limits where no such facility now exists. It should be located on a major feeder street close to the I-10 Freeway.

Arizona State University's libraries are of a value far beyond the school's students and faculty. These libraries are or can be an attraction for private investment in research laboratories and industrial facilities. Their easy access through local public or special libraries is essential to expanding that investment in all the County's communities.

The low level of current library material purchases and collections within the Maricopa Community College District and in many elementary and high school districts presents an unnecessary burden on local public libraries.

The Arizona Department of Library, Archives and Public Records' location at the center of state government and its responsibility for providing a major governmental library and for coordinating statewide library services as well as funding many of them is an important element in the development of the County's libraries and their services.

A MARICOPA COUNTY

LIBRARY PLAN

1987 Revision

Mesa, Arizona
Maricopa County Library Council
1987

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MARICOPA COUNTY LIBRARY PLAN
1987 REVISION

GOALS AND OBJECTIVES

The overriding goal of any plan for almost any library or group of libraries within a geographical area such as Maricopa County is TO ASSURE THAT EACH RESIDENT OF THE COUNTY HAS ACCESS TO LIBRARY MATERIALS AND SERVICES THAT ARE ADEQUATE FOR HIS OR HER RECREATIONAL, CULTURAL, EDUCATIONAL, BUSINESS OR CORPORATE NEED. Such a broad and general goal needs to be supported with a variety of more specific goals and objectives.

GOAL:

To encourage each municipality in Maricopa County to pace its library growth with the growth of the community in order to maintain minimum levels of library materials and personnel as defined by the Arizona State Library Association in its guidelines for public library services.

OBJECTIVES:

To encourage the Arizona State Library Association to complete its recommended guidelines for public library services by the end of 1987.

To encourage the Arizona Department of Library, Archives and Public Records to adopt the guidelines established by the Arizona State Library Association for public library services.

To encourage each public library in Maricopa County to utilize the Arizona State Library Association's guidelines for public library services in development of its organization and in its budget requests.

To encourage the Maricopa County Library Council to provide education and training in the use of Arizona State Library Association's guidelines for public library services for all library administrators in Maricopa County.

To encourage the Maricopa County Free Library District to assist small community libraries by interpreting the Arizona State Library Association guidelines for public library services to their respective staff and governing officials.

GOAL:

To assure an ease of access for each citizen to the library resources of Maricopa County.

OBJECTIVES:

To encourage the Maricopa County Free Library District to maintain bookmobile service to rural areas of the County at a level that allows for rapid delivery of requests for both information and library materials that would not normally be carried on a bookmobile.

To encourage the Phoenix, Mesa, Scottsdale, and Glendale Public Libraries and the Maricopa County Free Library District to provide telefacsimile equipment in each of their branches for rapid communication of borrower requests and internal communication of documents between units of each library and each library's central or main facility and between the variety of libraries in the county.

To encourage the Maricopa County Free Library District to place telefacsimile equipment in small community libraries for communication of requests for library information and materials to the County Library and to the Arizona Interlibrary Loan Center.

To encourage the Arizona Department of Library, Archives and Public Records or Arizona State University to install telefacsimile equipment in the Library of ASU for ease of access to library materials in that State-wide Urban Resource Center.

To encourage the Maricopa County Free Library District to maintain, at adequate funding levels, a reciprocal borrowing program that allows any citizen of Maricopa County to utilize any library in Maricopa County without charge.

GOAL:

To encourage specific libraries to plan for branch or satellite libraries in areas of growth when those areas reach a minimum population of 20,000 persons who live outside a service area of either an existing resource center or satellite library when that service area is located outside a minimum radius of two miles and a maximum of three miles from an existing library.

OBJECTIVES:

To encourage the cities of Glendale, Mesa, Phoenix and Scottsdale to either plan satellite facilities in their primary areas of growth or to continue their already planned efforts to establish those facilities.

To encourage the Maricopa County Free Library District to establish new satellite libraries only outside the strip annexed areas of existing cities and towns and to turn those satellites over to the governing officials of any area where an incorporation takes place unless the incorporated area chooses to relinquish its claims on any library facility or funding and contracts with the district to operate its library.

GOAL:

To provide a metropolitan resource library in each city or area of over 100,000 people in Maricopa County.

OBJECTIVES:

To support the planning of the Phoenix Public Library for expansion of its Cholla Branch into a metropolitan resource library for northwestern Phoenix residents.

To support the City of Mesa's planning for the establishment of a metropolitan resource library as an expansion of it East Mesa Branch for residents of eastern Maricopa County and northern Pinal County.

To encourage the City of Scottsdale to plan for future development of its Mustang Branch into a metropolitan resource library when the population of that area of Scottsdale reaches 100,000 persons.

To support the ongoing planning by the cities of Glendale, Scottsdale and Tempe for maintaining the development of their central libraries as metropolitan resource libraries.

To support planning by the City of Chandler for establishing a metropolitan resource library.

To support the long range planning of the City of Gilbert for establishment of a metropolitan resource library when its population reaches 100,000 people.

To encourage the City of Peoria to plan for the establishment of a metropolitan resource library in its growth area to the north when its population reaches 100,000 people.

To encourage the Maricopa County Free Library District to establish, as its headquarters, a metropolitan resource library in the western part of Maricopa County outside the limits of the City of Phoenix in order to serve the multiplicity of small town libraries that are developing in western Maricopa County.

GOAL:

To provide three statewide urban resource centers within Maricopa County.

OBJECTIVES:

To encourage the City of Phoenix to continue maintenance of its central library as a statewide urban resource center for backup support to all public, school, academic and special libraries in the City of Phoenix and in northern and western Maricopa County as well as those located throughout Arizona.

To encourage the City of Mesa to continue the development of its central library as a statewide urban resource center for backup support to all public, school, academic and special libraries in southeastern Maricopa County and in northern Pinal County as well as those located throughout Arizona.

To encourage the Legislature and the Board of Regents to continue the development of the Arizona State University Library as a major statewide urban resource center for backup support to all public, school, academic and special libraries within Arizona.

To encourage the Arizona Department of Library, Archives and Public Records to recognize the value of the collections and services of Maricopa County's statewide urban resource centers through distribution of state or any Library Services and Construction Act funds, either available under general fund appropriations or LSCA Title I for statewide urban resource centers or Title III for interlibrary cooperation, into support of Maricopa County's existing statewide urban resource centers.

GOAL:

To assure that the Maricopa County Free Library District is a positive benefit to all libraries in Maricopa County.

OBJECTIVES:

To assure that the Maricopa County Free Library District will maintain a regular training program in the techniques of librarianship for the staff of small and developing community libraries.

To assure that the Maricopa County Free Library District will assist small and developing libraries through the placement of collections of books and other library materials in those libraries.

To assure that the Maricopa County Free Library District will provide high levels of professional advice and assistance to small and developing community libraries, especially in the areas of Children's, Young Adult, Adult and Reference services.

To assure that the Maricopa County Free Library District will maintain reference and information support services for small and developing community libraries.

To assure that the Maricopa County Free Library District will maintain a system for the processing of interlibrary loan requests for small and developing libraries in Maricopa County.

To encourage the Maricopa County Free Library District to offer centralized ordering and processing of books for small and developing community libraries in order to allow those libraries maximum discounts on purchases and the economy of scale in the labor intensive processing of books.

To assure that an equitable distribution of funds from taxes levied inside cities and towns by the Maricopa County Free Library District recognizes that the distribution of services to small and developing community libraries is a part of the distribution that returns funds taxed within a municipality to that municipality.

To encourage the Maricopa County Free Library District to assess the current and future ability to provide library services of each small municipality and to seek assumption of all library services for that municipality if it finds that the size or wealth of the community is not and will not be capable of sustaining a public library.

To encourage the Maricopa County Free Library District to ascertain a point where a community library no longer needs the District's variety of services so each community can know when it must assume those services with its own funds, staff, etc.

GOAL:

To encourage all libraries to seek compatible systems for both listing their materials and for communicating interlibrary loan requests among themselves electronically instead of manually.

OBJECTIVES:

To encourage each community library serving over 50,000 persons to plan for use of the OCLC bibliographic and interlibrary loan systems by the time the community reaches a population of 100,000.

To encourage the Maricopa County Community College District to increase its provision of interlibrary loan services to the individual colleges and to provide a switching center for outside requests into the community college system for interlibrary loans.

To encourage the larger public and academic libraries of Maricopa County to seek a means of interfacing the variety of differing circulation systems in use in order to allow any library in the county to ascertain the availability of library materials in any other library.

To encourage the larger libraries of the county to offer participation in their existing circulation systems to neighboring libraries if such participation is feasible within the proprietary limits of the systems purchased.

To encourage the Maricopa Community College District to enter its backfiles of books into the OCLC system.

To encourage the Phoenix Public Library to accelerate, with federal or state funds, the inputting or up-loading of its total bibliographic database into the OCLC system.

To encourage the Arizona State University Libraries to accelerate their input of holdings or up-loading of existing data into the OCLC system.

To encourage the Arizona Department of Library, Archives and Public Records to begin inputting its historical collections and its collections of state documents, both current and retrospective, into the OCLC system.

To encourage the Arizona Department of Library, Archives and Public Records to maintain the Serials Online in Arizona (SOLAR) Union List of Serials within the OCLC system and to expand its listings where appropriate.

GOAL:

To encourage a wide variety of cooperative efforts among libraries of all types in Maricopa County.

OBJECTIVES:

To encourage special libraries in Maricopa County to establish a chapter of the Special Libraries Associations encompassing all types of special libraries and to affiliate that chapter locally with the Arizona State Library Association.

To encourage the Maricopa Community College District to increase its funding for book collections in all of its colleges and to establish well funded libraries in its newly established colleges in order to reduce the burden placed on public and other academic libraries by the lack of adequate book collections.

To encourage each public library to place on-line public access terminals in all appropriate junior and senior high school and community college libraries within its area of influence.

To encourage each school district administration to carefully examine its library media center function in order to ascertain whether the district should centrally consolidate its ordering and processing of books, its use of compatible technology with other libraries in the county, or its need to join with other districts in a cooperative effort toward providing similar services for several districts in order to gain the highest discount on the purchase of books and the economy of scale in the central use of computer technology and the processing of books.

To encourage the Department of Library, Archives and Public Records and the Arizona State Library Association to jointly establish protocols for the use of the state's interlibrary loan system in such a way that each person requesting a book might obtain that book with a minimum delay.

To encourage the Department of Library, Archives and Public Records to continue maintenance of the Arizona Interlibrary Loan Center at the Phoenix Public Library and to increase its timetable for placing support of that center on state funds appropriated by the Arizona State Legislature.

To encourage the Department of Library, Archives and Public Records to attempt as soon as possible to consolidate the machine lending and borrower services for the visually and physically handicapped into one unit so that machine distribution and repair can be more easily coordinated.

To encourage the libraries of each metropolitan resource center to establish or to continue their maintenance of a center for Telephone Pioneer repair of Talking Book equipment for the handicapped.

GOAL:

To encourage the boards governing the higher education institutions in Maricopa County to provide adequate professional, technical and continuing education opportunities for library personnel in a formal educational setting.

OBJECTIVES:

To encourage the Maricopa Community College District to establish one school where library technical training is provided with computer equipment compatible with that in most major libraries in the county for hands on training and to provide more general course work on each campus where needed.

To support efforts by the School of Library and Information Science at the University of Arizona to extend its campus into Maricopa County in order to provide local access to the Master's Degree in Library Science for prospective professional librarians in Maricopa County.

To encourage the Department of Library, Archives and Public Records to establish and enforce a program of certification for both librarians and nonprofessional staffs in public libraries and those academic libraries requesting such certification.

INTRODUCTION

One of the fastest growing areas in the nation, Maricopa County and its cities have been hard put to meet their most pressing obligations - water, transportation, fire and police protection - much less keep pace with growth through expansion of library and other cultural or quality of life services. Even so, the county contains the largest concentration of libraries in the State of Arizona: five of the state's six largest public libraries; one of the state's two major academic libraries (housed at the nation's sixth largest university); eight community college libraries; a variety of smaller public and academic libraries; a large concentration of governmental, business, professional, industrial and other special libraries, including the Arizona Department of Library, Archives and Public Records; and a multiplicity of school district libraries. The number of libraries in Maricopa County actually has not been completely counted.

The number of jurisdictions controlling the county's libraries provides serious difficulties when cooperative or coordinating activities are attempted.

School district and municipal boundaries rarely coincide. Students who attend school in a district named after a city may actually live in a totally different city from the one where most fellow students might live. They will use their most convenient public library to supplement the school library. Some cities have a multiplicity of school districts, each with differing policies, providing an uneven level of school library service.

The major university has very few on campus residence units. Its 42,000 students live throughout a variety of municipal jurisdictions in the county and commute. The same can be said of the 70,000 students served by the variety of community colleges. They will travel from locations throughout the county to attend unique courses at any one of the colleges. Eight of the colleges are campus based and one is a non-campus college. Many students tend to use their most convenient public library as well as the one on campus. In the case of Rio Salado Community College, with no campus students must rely exclusively on other community resources.

Special libraries quite often have unique collections of library materials. Their service orientation is usually to a very limited constituency. Many are governmental, thus publicly owned. Others are maintained by "for profit" business or professional groups. Those in larger industrial organizations may have a headquarters library located in one plant in one city but serve plants in a variety of other cities. Employees that use these libraries may also use those in the academic and public sector close to where they live. Some special libraries must limit their access to a specific clientele due to the cost of services

to parent companies and the proprietary nature of their collections. Others are heavily dependent upon the resources of academic libraries.

The policies of these school, academic and special libraries are established by their respective elected school boards, by the Board of Regents or the separate board governing the Maricopa Community College District, or by the various boards of directors or managers of business and professional libraries.

For the average citizen in Maricopa County the most familiar library is the local public library. The public library used is found the same way the user finds his or her shopping center. A person uses that library most convenient to his place of residence or business. In addition to serving informational and recreational needs of the general population, public libraries quite often are used as a supplement to or in lieu of the school, community college, academic or special library due to convenience of location and public service orientation. This would seem to demand an orderly growth in the location of public libraries throughout the county.

A quirk in the variety of growth patterns that occurred across Maricopa County during the 1970's has made it somewhat difficult for public libraries, much less their parent cities, to plan orderly growth. Cities and towns annexed a ten foot strip around those areas each wished to control for future development. In many cases, one city's strip annexation cut across the natural growth patterns of neighboring communities. Other cities surrounded areas that had no geographical or planning relationship with the parent entity. Some communities incorporated themselves to keep from being absorbed and later found that the tax base to support city services was not high enough to provide an adequate library. Strip annexation has been stopped but what exists must be looked upon as one of the many problems in planning for countywide library service, particularly public library service, when people use the most convenient library which may or may not be located within the city of their residence.

Over the last three years some major external changes have effected library development.

The county electorate voted an addition to the sales tax to provide for a freeway system and enhanced public transportation systems throughout Maricopa County. By the year 2005 most of an extensive freeway system should be built. It will provide for more rapid communication between the county's multiplicity of governing units. It will also cause new areas of development where library services must be addressed.

The 1986 Legislature changed county funding legislation that may greatly enhance the development of public libraries in Maricopa County and the county library's services to those libraries.

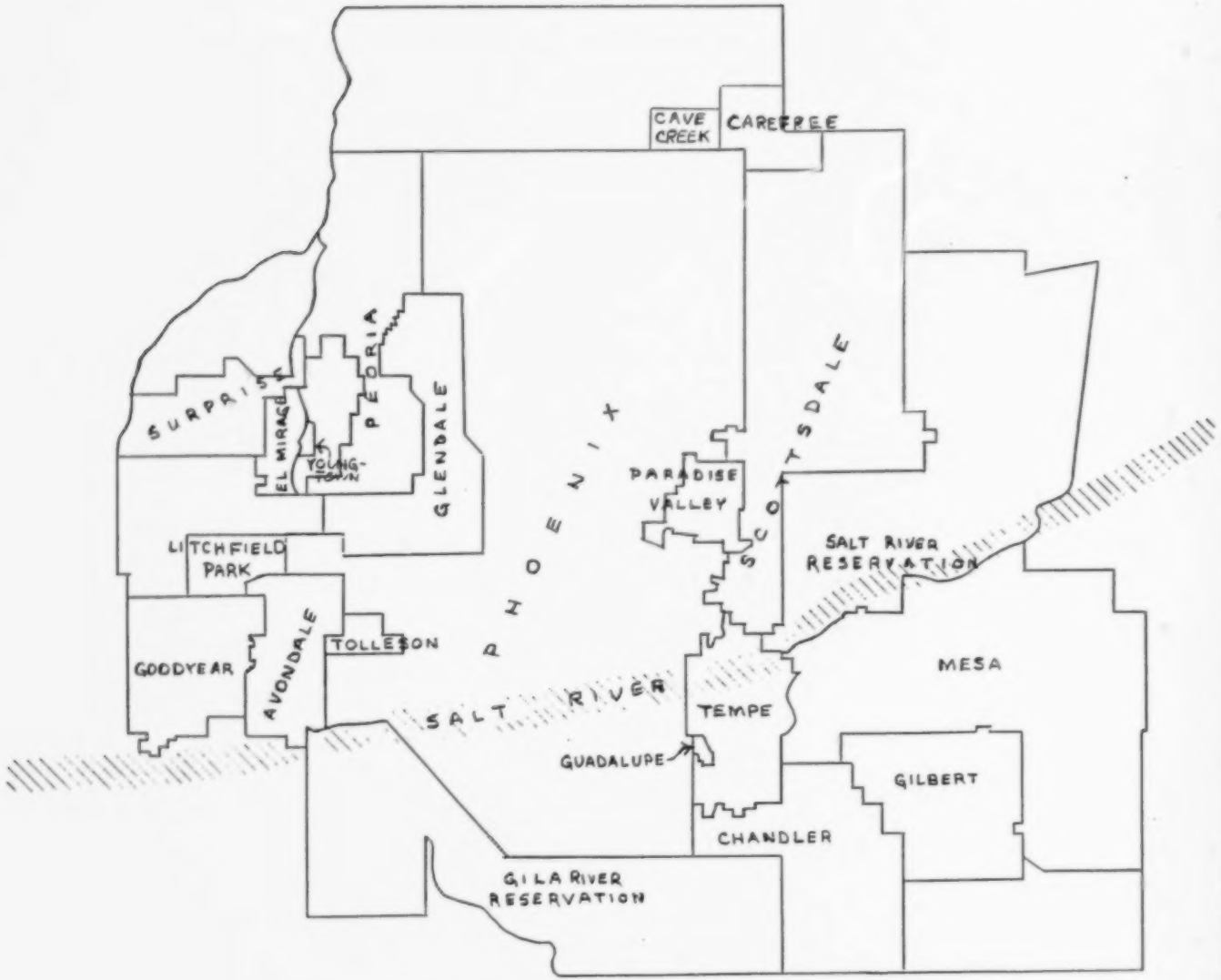
There is growing public concern for the quality of life in Maricopa County. Currently this concern is most vocally expressed on water and air quality subjects. In time it can be oriented towards the more tangible quality of life services such as libraries and other cultural functions of government.

Private sector planners have found the county to be growing around two centers of economic and political influence. They draw circles centered around Phoenix and Mesa as the two influential population centers and place Arizona State University at the center of the metropolitan area. They generally use the Salt River as a geographical dividing line between the "East" and "West Valleys."

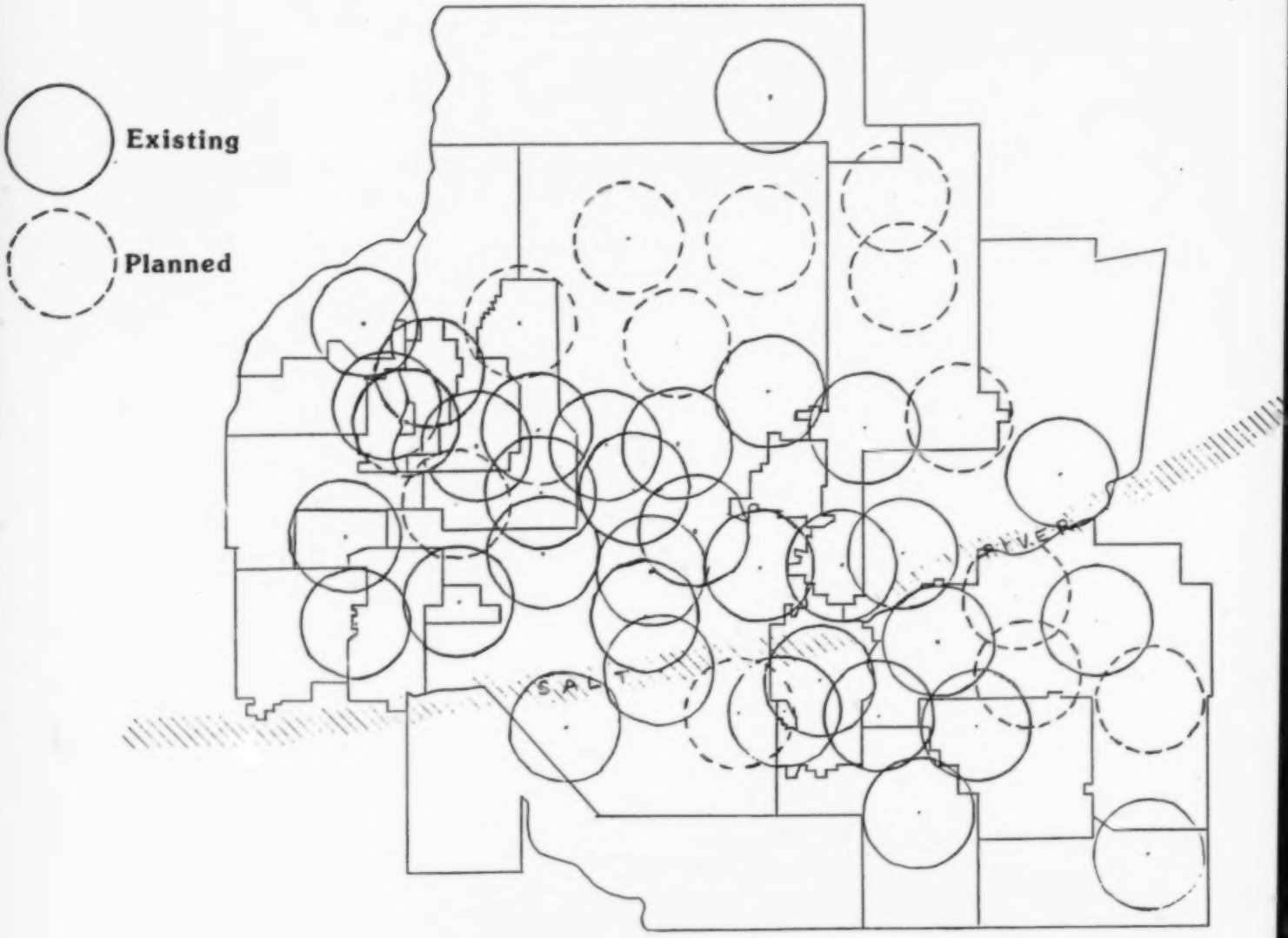
Most of the county's cities have sustained ten or more years of rapid growth and have expanded their libraries to meet some of that growth. There are new library facilities either just completed, planned, or remodeled in Gilbert, Mesa, Tempe, Scottsdale, Phoenix, Glendale, and Avondale. There is a new west campus of Arizona State University with a new library facility being planned as its initial building. Two new community colleges have been opened in the Chandler-Gilbert area and in Paradise Valley.

In an attempt to encourage and coordinate cooperation and joint planning among these various types of libraries, a group of librarians formed the Maricopa County Library Council. They structured its membership to represent the various sizes and types of libraries. This Council is currently the only vehicle available for countywide library planning. Its representation has consisted of the directors of Arizona State University's Library, each of the six largest public libraries (Chandler, Glendale, Mesa, Phoenix, Scottsdale and Tempe), and of the Maricopa County Library. Special librarians appoint a representative from their group to serve on the Council as do community college librarians, the county school library group, and librarians from smaller incorporated communities. The Tempe and Maricopa County Library Directors have recently withdrawn from the Council after each found a conflict with the direction of the Council's planning activities.

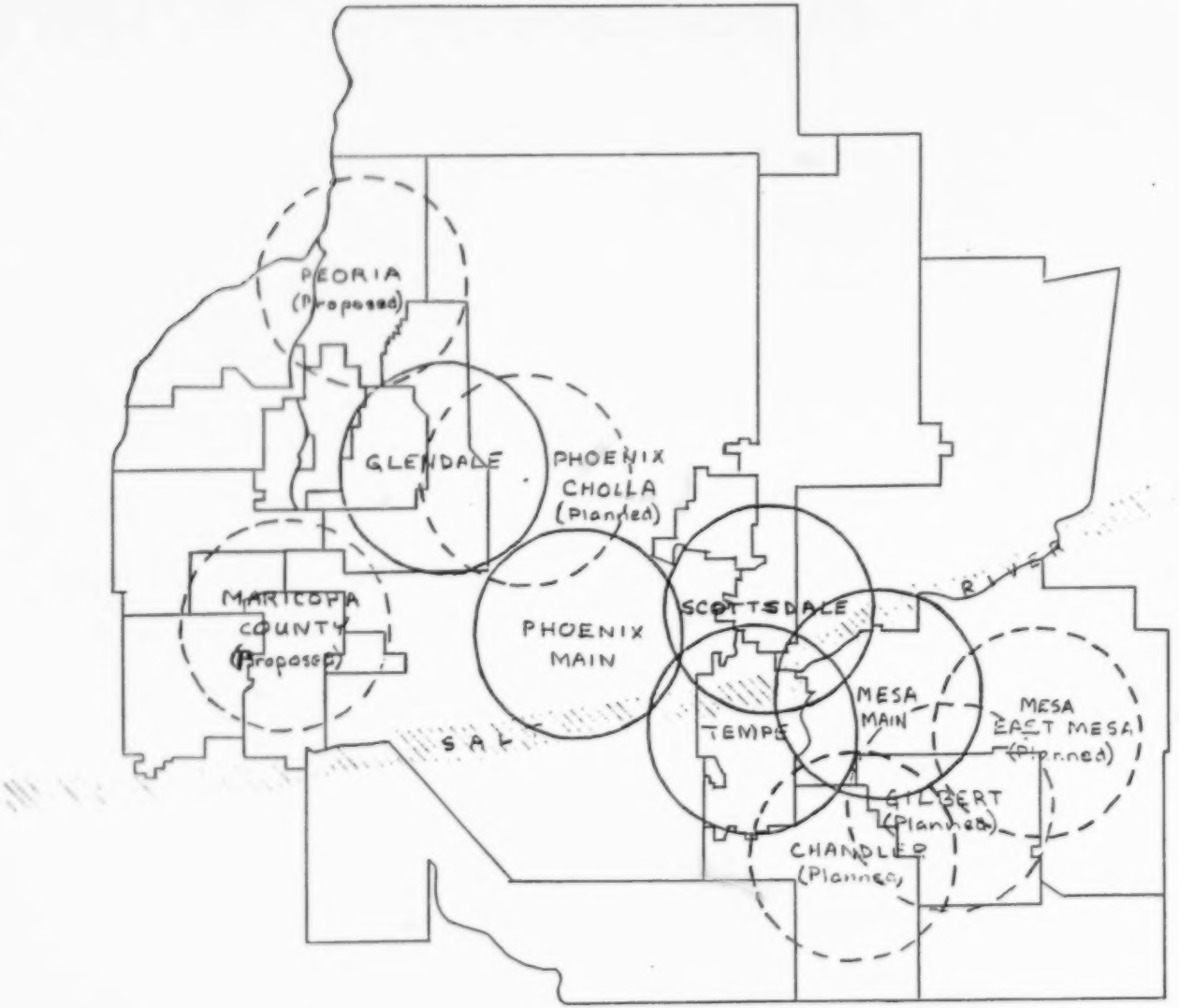
This plan will be concerned predominantly with the development of public libraries. It will also involve the other types of libraries where their development or lack of development impinge upon public library services and, more importantly, where areas of potential cooperation exist between two or more different types of libraries.



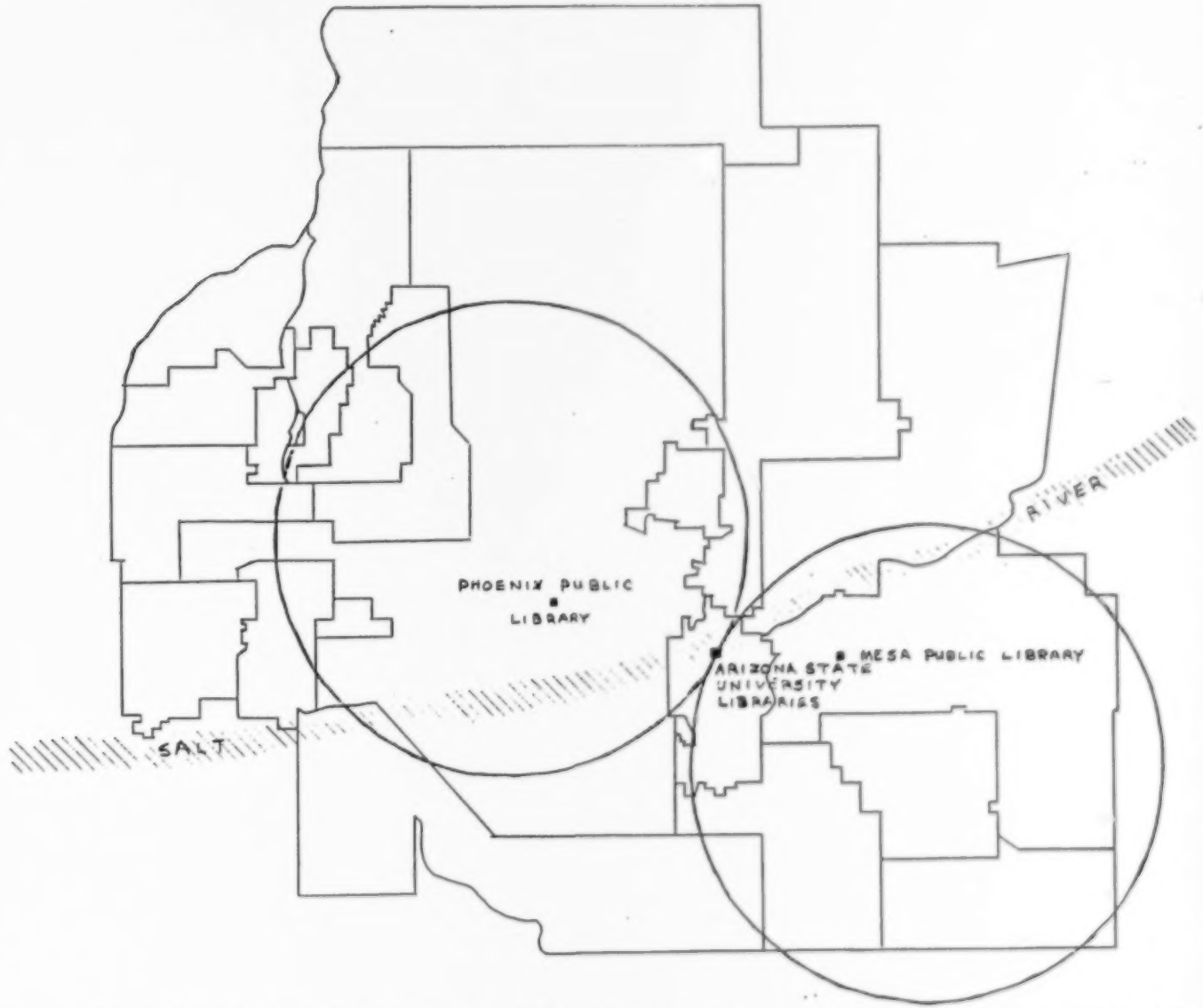
METROPOLITAN MARICOPA COUNTY



PUBLIC LIBRARY FACILITIES IN MARICOPA COUNTY



METROPOLITAN RESOURCE LIBRARIES IN MARICOPA COUNTY



STATEWIDE URBAN RESOURCE CENTERS IN MARICOPA COUNTY

PROPOSED MARICOPA COUNTY FREEWAY SYSTEM

LIBRARY PROFILES

Public Libraries

The Phoenix Public Library is the largest public library in the State of Arizona. It has developed a central library with strong collections and maintains there an administrative and technical staff who support nine satellite or branch libraries and bookmobile services. Since 1984 major efforts and plans have aimed at developing the central library collection into one that is comparable with those in cities of similar size throughout the nation. The budget for books has been significantly increased in order to help support this major effort. The central library's urban resource center collection is considered so valuable that the Arizona Department of Library, Archives and Public Records has contracted in each of the last four years for housing the Arizona Interlibrary Loan Center (AILLC) in this library. Recent expansions include opening one new branch in the northeastern part of the city, planning another in the far southeast, and planning for tripling the size of the Cholla Branch in order to develop it into a metropolitan resource center.

Though Phoenix's collections are the best public ones in the state, they do not compare with those of other major metropolitan centers across the country. The City of Phoenix has grown from a small city in 1950 to the ninth largest city in the country by 1980. Only through a major investment of funds beyond any previous precedent established for support of a public library could Phoenix have retrospectively built a collection comparable to that in cities such as Cleveland, Baltimore, Rochester, Minneapolis, Seattle, Portland, etc. The collection development plans of the library's administration and the direction of resources in the last several years have begun to move Phoenix gradually toward a library with comparable resources.

Phoenix's library utilizes a new CLSI integrated circulation system; it replaces the ULISYS System used since the 1970's. This second generation of city computer services will provide public access catalogs on-line; they will be installed in the near future. The library uses OCLC for its bibliographical utility for cataloging and processing its books and LIBRIS II for acquisitions. It bids its book purchases jointly with the cities of Tempe and Glendale in order to obtain the most beneficial discount for "trade" library materials and has offered this joint bidding process to other libraries in the county. It has a well trained professional staff of seventy-eight. It is gradually entering all of its library holdings into the OCLC system for interlibrary cooperative use. Its most important collections have already been entered with support from Library Service and Construction Act grants. All its serial holdings are available to other libraries through the SOLAR database. Phoenix maintains the largest public library federal documents depository in the county; it subscribes to 50% of document schedules.

Strip annexation has generally set the boundaries of the city to be those of the Gila River Indian Reservation on the south, the cities of Avondale, Tolleson, Peoria and Glendale on the west, and the cities of Scottsdale, Paradise Valley and Tempe on the east. There is no limitation on its growth to the north other than the boundaries of the national forest. Its strip annexation surrounds some considerable undeveloped or agricultural land.

Since 1984, the Glendale Public Library has seen the most considerable growth in support of any metropolitan libraries in Maricopa County. Its new 64,000 sq. ft. headquarters facility opened in the summer of 1987. The city will maintain the Velma Teague Library as a downtown branch in the civic center and has voted bonds for its renovation as well as construction of another branch in a northern location. The new main library will serve as a metropolitan resource center for much of northwestern Maricopa County.

Glendale's library system uses the CLSI integrated computer system for circulation and public access catalogs. It uses the OCLC utility for obtaining its bibliographic data. It has listed all its holdings in OCLC for statewide access on interlibrary loan. Its serial holdings are entered in the SOLAR database. The CLSI and OCLC systems are interfaced. The central library has recently been designated a selective federal documents depository. The library is staffed by twenty-three trained professional librarians.

The City of Glendale is limited in its growth by strip annexation on the south, east, and north by Phoenix and on the north and west by the City of Peoria. Strip annexation has given the city a shape somewhat like a sleeping "L" with the arms thirteen to twenty miles long but only two to four miles wide. Within those arms there is considerable undeveloped and agricultural land. The city has a potential for growth and is planning its growth very carefully to ensure an excellent quality of life. A very encouraging part of the city's planning is the inclusion of its library as part of that quality.

The Mesa Public Library, Arizona's third largest public library, has taken steps similar to those at Phoenix in an effort to develop, in its 100,000 sq. ft. central library, an urban resource center for service to eastern Maricopa County. Its book budgets have increased considerably and its federal documents depository has increased the number of schedules received to 20%. It has two branches and plans four additional ones. A bookmobile or van serves the homebound. Its planning envisions a metropolitan resource center in the far eastern part of the city to service the eastern section of Maricopa County where no center now exists.

Mesa's DOBIS is IBM's integrated computer system; it is the library's second generation of computers. It includes circula-

tion, bibliographic control, and a patron access catalog. The system interfaces with OCLC where Mesa receives its bibliographical data. Mesa has listed all of its holdings in the OCLC database for interlibrary loan purposes and its serials holdings are listed in SOLAR. The library uses the LIBRIS II acquisition system and provides online reference and research services through computer access to information databases. Its professionally trained staff numbers thirty-one.

The city has considerable potential for growth to the east. It has strip annexed all the way to the Pinal County line. Its recent annexation of Williams Air Force Base to the south targets a large area in southeastern Maricopa County for urban development. Its growth is limited to the north by the Salt River Indian Reservation, to the west by the City of Tempe, and to the south by the cities of Chandler and Gilbert. Its future growth to the east will be paced by the extension of the Superstition Freeway to the Maricopa/Pinal County line.

The Scottsdale Public Library maintains two library centers. Its metropolitan resource center has a strong book collection housed in the Civic Center Library which is a part of the Civic Center Mall complex located in a arm of the city that is surrounded by the Salt River Indian Reservation and the cities of Tempe, Phoenix and Paradise Valley. The second library is the 31,000 square foot Mustang Library six miles north of the main library and centered in Scottsdale's major population area. This newly opened library provides a popular collection plus an environment for family use. The Civic Center Library is being renovated and expanded by 8,000 sq. ft. to bring it to 44,000 sq. ft. in its Phase I construction. Funds will be required to begin a planned Phase II expansion which will double the building size, 80,500 sq. ft.

The library has used the OCLC bibliographic utility longer than any of the county's metropolitan libraries. It has retrospectively recataloged its entire collection on OCLC and has interfaced that with the ATLAS integrated system. ATLAS's circulation and public access catalogs are in use; its acquisitions system is targeted for spring 1987 implementation. Serial holdings are listed in SOLAR. Online reference and research services are offered by Civic Center Library reference staff. Bookmobile service is provided to selected neighborhoods, nursing and retirement homes. Scottsdale currently has twenty-six professionally trained librarians.

The City of Scottsdale's growth is limited in the south and west but is rapidly expanding to the north and northeast. Its 184 square miles in the north and northeast are bounded by the cities of Carefree and Cave Creek and the Tonto National Forest. Four future branch sites have been targeted to meet the City's growth in population. The City will take steps to secure land or designate public use areas as property becomes available.

The Tempe Public Library, more than any other in the county, has had a continuing level of good support for a long period of years. The result is a book collection that is one of the best in the county for the size of city. The library utilizes an integrated automation system called VTLS. It interfaces with OCLC. Tempe has entered all of its collection into the OCLC database for interlibrary loan access and its serials are listed in SOLAR. Twelve members of the staff possess professional training. On-line research database services are offered by reference staff.

Voters in the City of Tempe have approved the construction of a major new 120,000 square foot central library to serve as a single metropolitan resource center for the city and surrounding area. The library provides bookmobile service to outlying areas.

The City of Tempe is surrounded by the cities of Scottsdale, Phoenix, Mesa and Chandler. It has no further growth potential other than infilling its existing area. Its new library is planned to be located close to the geographical center of the city, giving it the potential of serving most citizens within a reasonable distance from their homes.

The five metropolitan libraries mentioned above (Phoenix, Glendale, Mesa, Scottsdale and Tempe) are recognized by the Arizona Department of Library, Archives and Public Records as "metropolitan resource centers" since each serves 100,000 or more persons. These five are reservoirs of professional expertise on library organization and planning, library collection development, innovative procedures and computer development. None meet generally accepted library quantitative standards or guidelines but all have the potential for meeting them. They provide library service to approximately half of Arizona's total population.

Two of the five are either recognized or striving for recognition as urban resource center libraries where their collections and services make them major net interlibrary loan lenders to citizens throughout Arizona and the western states. Phoenix and Mesa both fall into this category although Mesa's resources are a fraction of those at Phoenix. Both are located in cities with the potential resources to support that level of library.

In addition to the five metropolitan libraries there are a variety of growing libraries in smaller incorporated communities of the metropolitan area. There are public libraries in Buckeye, Avondale, Tolleson, El Mirage, Surprise, Youngtown, Peoria, Guadalupe, Chandler, Gilbert, and Cave Creek/Carefree.

The two fastest growing of these cities are Peoria and Chandler. The latter may reach "metropolitan resource center" status by 1990; while Peoria is projected to reach the 100,000 population level by 2000. The libraries in each city are being overrun and

are showing their inadequacy. Each may soon see major library changes as the cities grow and their citizens increasingly demand an adequate level of quality of life services. Chandler already has planned to shift its library into expanded space on the city square so the old library can be torn down to make room for a much larger facility in the civic center. Chandler has also installed its first generation of computers with the SirS circulation system.

Both Gilbert and Avondale have expanded their library facilities as a step towards meeting growth. Appointments of professional level staff can be seen in Tolleson, Chandler and Gilbert.

Outside the metropolitan area there are small and, in some cases, well supported libraries in Gila Bend, Wickenburg, and Wittman. Most book collections in the smaller incorporated communities have, in the past, been heavily supplemented by books from the Maricopa County Library. Many of these communities have not yet developed a tax base that can adequately address the full needs of a library. It should be noted that each of the metropolitan libraries, other than Phoenix, was once assisted by the county in the same way as described above. In addition the county's library once supplied training and guidance for local library staffs. There are two private or quasi-private libraries serving residents of unincorporated Sun City and Sun City West. Both are libraries serving a very literate population of retired citizens. Both use professionally trained librarians to do their planning and to maintain their organization, quite often on a voluntary basis. In Sun City the library's total support is from a homeowner's fee. Consequently the library is only open to residents of Sun City who pay that assessment. The Sun City West Library has been affiliated with the Maricopa County Library, circulates a deposit of county owned books and participates in county library activities. It is also supported by homeowner assessments but is not capable of handling a full-fledged library until the full area of Sun City West is developed. Consequently it is open to any who may wish to use it.

The Salt River Indian Reservation maintains a library at the tribe's agency center as does the Fort McDowell Reservation. Both are supported by their respective tribes. There is a small library being developed on a branch of the Papago Indian Reservation at San Lucy north of Gila Bend. This library was given a good start by the Maricopa County Library which used Library Services and Construction Act funds to help establish the library.

Throughout this description of public libraries, the Maricopa County Library has been mentioned several times. This library has fostered most of the county's independent public libraries in one form or another throughout their history and has coordinated the county reciprocal borrowing program that is of service to larger libraries.

The county library has, in the past, derived its support from general funds available to the Maricopa County Board of Supervisors. In the 1986 Legislature a new taxing authority was passed that allows the Board of Supervisors to establish a secondary taxing district for support of its library. Currently the Supervisors have established the Maricopa County Library District and will collect a separate tax, not subject to state spending limitations, for operation of the library in the 1987/88 fiscal year.

The library district tax is levied in all areas of the county, including incorporated areas where libraries may already be supported by their cities. This has caused a considerable amount of confusion as well as complaint from the cities concerning double taxation. An attorney for the League of Cities has offered an opinion that the tax levied can be directed through use of intergovernmental agreements to cities that provide libraries in order to help them pay for their libraries. These problems have not yet been solved by the Board of Supervisors, who are the new District's Board of Dirctors.

The Maricopa County Free Library District maintains five satellite or branch libraries. These are located in Fountain Hills, Litchfield Park, Laveen, Queen Creek, and Aguila. In addition there are four deposit stations. The district's headquarters is located in a complex of other county buildings on West Durango Street in southwestern Phoenix. Bookmobile services are operated from this location to more rural areas of the county on a regular basis.

Former County Library services to smaller libraries have already been described in part. Support of a reciprocal borrowing system where each public library in Maricopa County honors the library card of any other is one of its newest services. Those libraries used by more outside citizens than have citizens using other libraries are paid on a per library card basis for those above the reciprocal level. This service was instituted at the request of the Maricopa County Library Council and is one way libraries throughout the county are attempting to solve the problem of serving persons who use their most convenient library when that library might be located in a jurisdiction where the person does not live.

The Maricopa County Free Library District has changed its bibliographic utility from the Washington Library Network to OCLC. This will give the library access by computer to all of the major libraries in the county and state. This access will also improve its participation in the state's interlibrary loan network. The district has also contracted for installation of the ATLAS integrated computer circulation system. This will allow it to track the locations of its books much easier than in the past. It is anticipated that the Library will soon employ nine professionally trained staff.

Colleges and Universities

The Maricopa County Community College District maintains seven colleges and two education centers located strategically throughout the county. These colleges are Phoenix College, Maricopa Technical Community College (soon to be known as Gateway Community College), Glendale Community College, Mesa Community College, Scottsdale Community College, and Rio Salado Community College. The two new education centers are Paradise Valley Community College Center and Chandler/Gilbert Community College Center. Each of these colleges, with the exception of Rio Salado, the non-campus college, maintains or will maintain a library to serve its students.

The philosophy or mission of each of the colleges' libraries is to serve its students as the primary clientele. Most of the colleges, however, have made efforts to provide some services to the community at large.

The District is the third largest in the nation. It enrolls more than 70,000 students in its credit classes alone. While the colleges have provided excellent library service to their many users, the libraries have admittedly been under financed in terms of the allocations provided for purchase of library materials. In a recent accreditation survey of the district, the level of library material purchases was cited as a weakness throughout the colleges. In April, 1986, the governing board recognized these deficiencies and allocated a one time sum of $500,000 to be used for the purchase of library materials over a three year period.

In the previous Maricopa County Library Plan it was noted that the lack of support for community college libraries had put pressure on other libraries, particularly public libraries in the community, in that they had had to provide a large amount of support for the instructional needs of college students, faculty and staff. In an effort to correct this imbalance the colleges are actively participating in cooperative ventures to provide more and better services to their library users. They are affiliating with local library networks and participating in statewide library planning. As the district's libraries become automated with funds provided through a bond issue, more linkages will be made with other libraries to share resources.

Over the last few years staffing patterns at the colleges have changed. Phoenix, Mesa and Glendale have had increases in the number of professional librarians on their staff along with some increases in the number of support personnel. These increases have allowed district librarians to begin significant planning and coordinating efforts in support of the new automated systems that will soon go online.

The automated library system being implemented by the district is ATLAS. The cataloging, circulation and public access catalog systems are currently available and running. In time these functions will be available to the offices of faculty and college staff as well as to library staff and public access terminals. The system installed will allow 200 users at a time. The acquisitions, media and serials systems and a full-text system are being planned.

An even more basic component of the district's movement into automation has been the initiation of OCLC services for bibliographic data retrieval. This began in the fall of 1985. OCLC and ATLAS are interfaced and give patrons immediate access to new title information. The district has also joined SOLAR and has listed its serial holdings in that database for broad interlibrary loan access county-wide. Both OCLC and SOLAR have brought the community college district into a close relationship with the county and state resource sharing network.

An administrative change in the community college district has placed the library's media automation project and technical services center under the Information Technologies Services part of the district. This close coordination between the district's overall computer service and its library computer service has been a healthy change.

Arizona State University maintains the largest and most important group of libraries in Maricopa County. Its collections contain well over 2,100,000 volumes and 2,300,000 microforms. Its annual purchasing effort allows the university to be one of the strongest in the Southwest when purchase of current materials is considered. There is a gap in the materials collection for those items published prior to 1950. However large amounts of funds are spent annually for retrospective materials in an effort to address that collection problem. For most of A.S.U.'s years, it was a teacher training college of good, but not world renowned, reputation. As Maricopa County grew this orientation of the college changed. It expanded into one of the nation's primary universities. As at the Phoenix Public Library, the University could not easily go back and fill those gaps that would allow it to be compared to major eastern universities in the quality of its retrospective collections. The Board of Regents has recognized this disparity and has allowed large sums for the acquisition of materials. The 1986/87 materials budget is $4,200,000.

The University has recently occupied a new science and engineering library designed to support development of industry and research throughout the state. The new library is a depository for U.S. patents and is the only patent depository between Los Angeles and Dallas. There is also an excellent law library and a new library for the fine arts is planned. A $15,000,000 subsurface two story addition to the central Hayden Library is expected to be completed in January, 1989. It will in the future connect

a planned library tower across the plaza to the Hayden Library. These additions will considerably increase the amount of space available. In a major expansion in the western side of the county, ASU-West will soon complete its first building, an $8,000,000 library. This library will be ready for occupancy in January, 1988.

There are 74 professionally trained librarians working in both service and collection development areas. Approximately 31 librarians serve as unique subject specialists in the building of collections. This expertise is invaluable, not only to the university, but to all libraries in Maricopa County.

ASU's libraries subscribe to the OCLC system for bibliographic and processing services. About 700,000 titles are listed in the OCLC database. A major retrospective conversion project costing approximately $1,000,000 is expected to realize complete conversion of card catalog records into electronic formats by 1989. All serial records have been entered into the SOLAR database and provide a major component of this Arizona Union List of Serials. The university is currently using the UTLAS system for its online catalog and circulation but will switch to the CARL system in mid 1987. Innovacq was recently installed to handle acquisitions and serials. Online reference and research services are provided.

There are two other academic libraries in Maricopa County. One is at the American Graduate School of International Management. This library is staffed by three professionally trained librarians. Its book stock of 95,000 is highly specialized in support of the school's unique student clientele. The annual book budget is $105,000 with an additional serials budget of approximately $60,000. The library has joined the OCLC system for receipt of its bibliographic records and it offers online reference services.

Grand Canyon College has seen considerable growth in its library since the 1984 plan. This Southern Baptist supported institution is the only private four year college in Arizona. Its 100,000 books are a good base collection. The book and serials budget of $45,000 a year has improved and should improve further as the college begins graduate level course work in the next several years. The library is managed by three professionally trained librarians. It is planning to contract with OCLC for its bibliographic data in the next year. It provides online reference and research services to students and faculty.

Special Libraries in Business, Industry, Professional, Governmental and Specific Subject Institutions

To enumerate and describe the variety of special libraries in Maricopa County would be almost impossible. Some are not even known to other libraries. Many have formed special groups for

professional contact. This is particularly true among law and hospital librarians, and librarians serving in libraries of the various departments of state government. There is a chapter of the Special Libraries Association with members predominately working in commercial and industrial businesses.

Under the leadership of the Maricopa County Law Library, there has been a vigorous growth in cooperation among the variety of governmental and private law libraries in the state. The Maricopa County Law Library has joined OCLC for receipt of its bibliographic data. Many large private law libraries have also joined OCLC.

Almost all medical libraries utilize services from the National Library of Medicine and its network of libraries. They are closely coordinated with the Medical Library at the University of Arizona in Tucson and, like the law librarians, have become active in working with other librarians in the state, particularly assisting in training in the use of medical and law resources. Many hospital libraries have joined OCLC since the 1984 plan and all have entered their serials into SOLAR.

There are large libraries at the Dial Corporation, Motorola, Honeywell, Intel, McDonnell Douglas, etc. These are highly subject specific and each most often supports research only in support of the local industry. Only the Dial Corporation is an OCLC subscriber.

In addition, there are libraries at the zoo, botanical gardens, museums, and in most state governmental agencies. These too are subject specific.

In all of these special libraries, the quality of personnel is extremely high. The specialized knowledge of many is equal to that at the university. Many of the industrial libraries maintain computer networks within the industry that may cross the country and allow access to all of a company's libraries.

Since the 1984 plan, many special libraries, particularly those in the legal and medical field, have begun working closely with public and academic libraries in the valley.

The largest of the county's special libraries is the Reference Service of the Arizona Department of Library, Archives and Public Records. The specialized subjects of this library are the law, Arizona history, genealogy, and state and federal documents. It has recently joined the OCLC system which will allow it to become a resource sharing partner with other major libraries in the county. Of particular importance is entering the variety of state published documents into OCLC and serials into the SOLAR database. These documents and serials are generally unique to Arizona and would not be listed in the OCLC/SOLAR systems by any other library. A Library Services and Construction Act Grant was recently funded for entering state serials into SOLAR.

Of great importance to a number of larger libraries in the county is the fact that the Federal Documents Depository of the Arizona Department of Library, Archives and Public Records, is the regional depository for the U.S. Superintendent of Documents. Coordinated state-wide planning for federal document distribution has involved all document depositories in the county and been of benefit to all of them.

Currently there are documents depositories at the Mesa Public Library, the Glendale Public Library, the Phoenix Public Library, the Hayden Library at Arizona State University, the Law Library at Arizona State University and the library at Grand Canyon College. The law library plans to share its depository with the ASU - West campus. In addition, the U.S. Court of Appeals Law Library maintains a limited depository. The regional depository at the Capitol selects 100% of all documents, Arizona State University selects 92%, the Phoenix Public Library 50%, and Mesa and Glendale and ASU's College of Law Library select between 18% and 22%. The others select a lower percentage.

Elementary and Secondary Schools

In the metropolitan area of Maricopa County there are thirteen high school districts. Rural areas of the county account for even more. In all, there are 327 school libraries. It can be assumed that some high school libraries are maintained at a minumum quality to meet accreditation standards established by the North Central Accrediting Association, Arizona's accepted accrediting body. Few districts attempt a similar level of quality in elementary or junior high school facilities since the accrediting process is voluntary and costly. In other words, some districts will have a certified librarian in an elementary school library, others may not. Some school district administrations place a high priority on the school library and its quality, others may place their priorities elsewhere.

The educational preparation for School Library Media Specialists is often within colleges of education, thus the focus of School Library Media programs is resource based learning. State certification requirements include a valid teaching credential and library endorsement. The endorsement consists of 18 hours of graduate credit in various school library media courses. This endorsement requirement is low in comparison to the rest of the United States.

Approximately 25% of school libraries use an automated circulation system. There are few centralized or district wide centers for acquisition and processing of school library materials. This lack of development in the county's school libraries, in many cases, promotes inefficient use of staff and limits participation in countywide resource sharing efforts.

NEEDS ASSESSMENT

Levels of Public Library Service

There are five levels of public library service that allow for provision of minimum library services to all the people of Maricopa County. Each of the levels must have a direct line of communication at least to the next higher level of library for purposes of a more comprehensive supply of library materials, training and advice, and services of a greater depth than can be provided at the lower level. At the upper levels, communication must be both horizontal among similar libraries and vertical for access to an even higher level of resources and personnel. All of the levels must be connected to state, regional and national systems where distinct library resources may be returned to whatever level a patron might be using.

The first level of library service is the limited service provided by bookmobiles. Bookmobile service provides periodic access to a limited number of library materials for predominately rural or isolated neighborhood users. The bookmobile is usually stocked with between 2,000 and 5,000 books and makes scheduled stops every two weeks or once every month. The book collection is usually exclusively oriented to popular and recreational library use. It is rare that the bookmobile can specifically meet the research needs of a student or a general citizen. Those needs can be met by having the user request specific items from the bookmobile staff. They, in turn, obtain the item from the larger resource collection at the bookmobile's home library and deliver it on the next trip. If the need is very great, the item can be mailed. In more densely populated areas of cities the bookmobile oftentimes is used in place of a branch library to provide popular and recreational services.

A number of libraries provide an outreach service at this same level. The outreach is to the homebound or to persons living in hospitals, nursing homes or halfway houses. Quite often the outreach service is staffed with volunteers. They have time to work closely with those who are ill or handicapped and meet individual library needs and requests through use of the larger collections of the parent library.

An alternative to both bookmobile and outreach services is a books by mail service where users are provided with regular or In-WATS telephone access to a library. Books requested are mailed to the user. This type of service is most applicable in places where the population is extremely rural. For example, the very low density population in western Maricopa County makes the use of a bookmobile economically unfeasible since the distances between locations are so far. Some ranches are quite isolated from any community or even a major highway. Maricopa County's handicapped talking-book users, scattered throughout the county, are served in this manner.

A second level of library service can be called "a station". Quite often this is a limited collection of books located in a rural area or in an area of the city not served by a branch library. Usually a local store keeper, restaurant, church, post office or community center will provide space for several shelves of books that are continuously renewed by truck delivery from the parent library. These library facilities are not staffed. They attempt to meet only the popular reading demand of the community served. This level of service is the beginning of what can eventually grow into a more permanent library service within a growing area. Several shelves grow to a roomful of books. They eventually may be housed in a separate building provided by the community and staffed first by volunteers and later by paid employees of either the local community or the parent library. In time, such a facility could grow into a community library.

The community library is the third level of library service. It involves a permanent collection of books, regularly scheduled hours of opening, a paid staff, and services beyond those for the popular or recreational reader. The community library will maintain a collection of reference books and a staff trained in reference and reader assistance. Books and periodicals will be collected retrospectively in order to meet the needs of student or beginning researcher. Distinct and separate services for children will be offered. This level of library will serve communities of from 5,000 to 100,000 persons. It includes libraries supported by smaller communities in the county and branch facilities of the Phoenix, Mesa, Glendale, Scottsdale, or County District Libraries. Many such as those in Guadalupe or Youngtown may never grow any larger. Others may grow from this level into the next higher level. The Arizona State Library Association has established a variety of guidelines for community and higher level libraries. The guidelines have been established to allow each library to assess the quality of its services. Adherence to these guidelines will allow city governing officials to pace the growth of their libraries at the same rate of their community's growth.

Community libraries should provide a broad range of library service from Children's Services to the preschooler and elementary school student through basic reference and information service for local business people, college students and other researchers.

One of the major problems in Maricopa County caused by very rapid growth is that most libraries are not moving smoothly from the community level toward the metropolitan level as their parent cities grow. If the city outgrows the library the result may be personnel and political problems for city management. When neighborhoods become settled, the new population begins to look for those cultural services they had received in communities where they came from. They most often are used to quality library service provided by those usually older and more settled

communities. They begin demanding the same quality. Usually a community cannot afford a quantum jump in library costs. Pacing library growth should alleviate this problem.

Metropolitan resource libraries are the fourth level of library. These libraries can be seen in a variety of stages of development in the cities of Scottsdale, Tempe, and Glendale. The State of Arizona has recognized that service to a population of 100,000 is the point where a library becomes a metropolitan resource library. These libraries should have enough professionally trained staff to begin orienting library collections toward the specific demands of a very settled and very literate population. The same recreational service that is provided predominately by the first three levels of library takes a secondary place to the information service that has become more important to the larger city in its attempt to attract industrial and commercial assets into its area.

Each of these libraries should provide the full run of children's and adult services with strong reference collections and highly trained reference and information staff who specialize in specific areas of knowledge. There will be a demand for specifically oriented services to young adults. There will be a wide variety of cultural programming for adults and young adults as well as children. There will be a demand for coordination of library services to a variety of large city agencies who need research assistance in establishing bases for decision making. There will be a demand for archival and area-wide historical collections.

This metropolitan resource level of library will have begun to utilize computers in order to make the best use of existing staff, particularly in labor intensive filing, circulation, research searching and cataloging areas of the library. Each will have developed a high level of planning expertise and will employ professional staff that are looked to for advice and assistance by libraries throughout the state.

There are no standards that apply to the metropolitan resource library. Each must develop its collections and services around the demands of its community. The guidelines from the Arizona State Library Association should certainly be minimally met by these libraries.

The fifth and last level of library is one that is recognized as a Statewide Urban Resource Center. There are three such recognized centers in Maricopa County. One is the central agency of the Phoenix Public Library to which all public libraries in the state first turn for assistance. This library coordinates requests for library materials from small libraries throughout the state and guides them to metropolitan resource library and academic library systems when necessary.

The second statewide urban resource center is the central library of the Mesa Public Library. It cannot be considered the equal of the Phoenix Public Library but its population base, its expenditure on library materials, and its resulting position as a major net lender in statewide and regional interlibrary loan services bring it to this level of library.

The third and most important statewide urban resource center is the library of Arizona State University. It, for all libraries in Maricopa County, is the major provider, after Phoenix, of in-depth library resources.

The State of Arizona supports the Phoenix Public Library through contracting for provision of a statewide interlibrary loan center which heavily utilizes the library's collection and through designation of the Library as a recipient of Federal urban library funds. It recognizes Arizona State University's Library through payment for its net lending. It does not, at this time, recognize the Mesa Public Library for its net lending or collection development activity.

Again, there are no distinct guidelines for this type library. Each must be compared to libraries in cities or academic institutions of similar size.

The Maricopa County Free Library District does not fall distinctly into any of these levels of libraries. It provides the first, second and third level of service. In the past it has assisted other libraries at the beginning of the third level through provision of training, deposits of library materials, and provision of reference and interlibrary loan services.

The District should plan for provision of the Metropolitan Resource Library level in a location where it can best support citizen needs. This support is most needed on the far west side of the county where most cities and towns will not grow to a population of 100,000 persons and where no one library has the potential of becoming a resource center.

Growth

The growth of the 1960s and 1970s in all areas of Maricopa County is continuing into the 1980s. In some cases, the location of the fastest growth has changed from that reported in the 1984 plan; it has spread further from the core of the metropolitan area. Some cities have slowed in growth as they infilled their incorporated areas.

The fastest growth communities in the county in the mid 1980s were Chandler, Gilbert, and Peoria. Within the next five years the areas around Tolleson, Avondale, Goodyear, and Litchfield Park will see rapid growth as access into the center of Phoenix

on a completed interstate becomes fact. Phoenix will see considerable growth to the west along Interstate 10 and to the north. Glendale will see a large infilling of its northern area and Scottsdale will see its growth in the north and northeast. Tempe has about seen a limit to its growth since it has infilled almost all of its available area. Mesa still is growing to its east and has virtually completed infilling its central and western areas.

The outer fringes of the county's metropolitan area will see growth encouraged by completion of the variety of perimeter expressways that will initially alleviate crowding on expressways through the area.

An inevitable result of continued growth will be an attitude on the part of people (once settled in their new homes after having moved from California, the East, or the Midwest) that demands facilities that enhance their quality of life. These people will be demanding libraries close to their home and research services close to their place of employment.

Community libraries will be demanded within three to five miles of each person's home. Metropolitan resource libraries will be needed at least every ten miles. The urban resource public libraries must each serve the two growing distinct geographical centers in Maricopa County. Both must be backed by the strong university library center.

Governmental Changes

Since the 1984 Maricopa County Library Plan, some rather dramatic political changes have taken place. Some, unfortunately, follow the pattern of those political problems that occurred in the 1970's period of strip annexation. Some very fortunately may help support the continued growth of libraries.

With growth, annexations and annexation battles have occurred in the last several years as cities attempted to define their areas of influence. Some communities found they needed to incorporate if they did not want to be swallowed up. Mesa and Gilbert had problems as Mesa annexed Williams Air Force Base prior to Gilbert's attempt to do the same. Phoenix, Peoria and Scottsdale had equal problems in the north. The communities of Cave Creek and Carefree, each incorporated, perhaps with too small an area to adequately support a good community library. Litchfield Park has incorporated and Fountain Hills is again considering incorporation to keep from being swallowed or to be able to pilot its own destiny.

Branches of the Maricopa County Library were located in some of these effected areas. The library in the past has provided books and basic staff for each branch. The local community, usually through volunteer effort, provided a facility in which to operate

the library and supplementary staffing. These changes in political structure may, and in some cases already have, caused disruptions in the continuity of library service and in the relationship between the county and the community.

The broader, more positive political activity that has a potential of enhancing all library services in Maricopa County has been the establishment of the Maricopa County Free Library District. This secondary taxing district will begin levying a tax in all areas of the counties for support of the district's efforts in the 1987-88 fiscal year. Five of the county's cities originally questioned the tax in the courts due to the potential of double taxation, still a concern. The courts, all the way to the Arizona Supreme Court, have sustained the district law.

In Phoenix, Scottsdale and Mesa, the 1987-88 fiscal year will be a lean one for libraries. In Mesa and Scottsdale the addition of branches has strained the ability of each city to support the new facilities and continue all services as before. In Phoenix the City Council established a temporary tax to return the library's staffing to a point where it was several years ago. That tax or any alternative tax is being questioned by a wide variety of tax paying groups. Further in the future, Tempe can anticipate difficulty in staffing a new library three times as large as its old one when it already has the lowest staffing of the metropolitan resource libraries. Chandler faces a similar problem. Each could stumble seriously in its provision of services if it cannot staff its new building adequately. Phoenix has plans for a new branch library in its far south at Ahwatukee but, as can be seen by the extensions of its city limits to the north it must plan for four or more branch libraries. Mesa must plan for the same in its eastern areas. With limited resources these plans will be difficult to complete.

If Maricopa County's cities and towns cannot afford to meet their growth problems and their citizens are taxed for library service to be provided in unincorporated areas, a source of friction is bound to develop between incorporated areas and the county. Hopefully, this can be avoided through equitable distribution of funds collected by the Maricopa County Library District.

Cooperation

There has been considerable cooperation, both formal and through individual or personal agreements, among libraries in Maricopa County.

The Maricopa County Library Council remains a formal body where many library interests in the county can have a forum for discussing mutual problems and promoting joint ventures. This can be seen through the expansion of the Phoenix bidding and purchasing of books to the cities of Tempe and Glendale and

through Glendale's assisting community colleges, school and public libraries to purchase detection system supplies in bulk at much better prices. Probably the most concrete and beneficial program of the Maricopa County Library Council has, in the past, been its continuing education programs.

Libraries beyond the Council and beyond the County have voluntarily begun a considerable number of activities that enhance cooperation. Since the 1984 plan, the Cities of Mesa, Tempe and Glendale have joined Scottsdale in entering all of their library holdings in OCLC. Phoenix's Public Library and Arizona State University's libraries have both attempted to rapidly enter their records into the same database. In the latter cases, the task is far more formidable than that at any of the smaller cities. The Maricopa County Library and the Maricopa County Community College District have both joined OCLC and have begun listing their current holdings in that database. Through these individual activities in listing holdings and in joining a common system, a high degree of bibliographical access and rapid communication has been established among the county's major libraries.

Additional communications for use in document delivery has been provided by the Arizona Department of Library, Archives and Public Records through provision of telefacsimile in the libraries of Glendale, Mesa, Phoenix, Scottsdale, Tempe, and the County Library. This level of communication needs to be expanded to academic libraries in the county.

All of the same libraries joined a consortia of fifteen libraries in listing their serials in one common database. The SOLAR project completed the base serials entry into OCLC of the state's fifteen largest libraries in 1986.

The Arizona Department of Library, Archives and Public Records has built its statewide interlibrary loan system on this cooperative endeavor of the state's largest libraries, mostly located in Maricopa County, and has placed an interlibrary loan switching center at the Phoenix Public Library where that library's collection is used first and, if materials are unavailable there, the remaining requests are equitably distributed to other libraries in the state who might fill them or even sent out of state. At the same time, the large libraries do not burden the interlibrary loan center since each has the capability of doing its own interlibrary loan activity in-house using the same electronic communication and information system. The recent conversion of the Maricopa County Library to OCLC will allow the small affiliated libraries an easy access into the system through the County Library.

Another area where libraries have tacitly agreed to cooperate is in the area of federal document depository development. It was very encouraging to see the Glendale Public Library become a depository after reaching a cooperative agreement with ASU-West.

ASU-West did not to seek a federal documents depository in competition with Glendale but plans to utilize the nonlegal depository documents that can be received by the Arizona State University's Law Library depository. All the federal document depositories cooperated with the Arizona Department of Library, Archives and Public Records to develop a statewide plan for federal document depositories.

In other local cooperative efforts we have begun to see community college, public library and academic libraries placing terminals accessing each other's collections in each of their facilities as they find themselves sharing the same populations. A pilot in this activity is underway in Glendale. The Glendale Public Library and the Libraries at ASU West, Glendale Community College, and the American Graduate School have formed a consortium to consider issues of importance to each institution. Among these issues are cooperative collection development, on-line services, and cooperative acquisitions of costly materials. Despite answering to diverse governing bodies, all four libraries have begun a venture which promises to benefit each in many ways.

The greatest need for cooperation, as the Maricopa County Library District is developed, is between that district and the various communities wherefrom it receives its tax support. There is a high potential for cooperation in countywide library development in the District. There is also a risk. Some conflicts have occurred, particularly where smaller communities did not feel they could agree with some of the requirements placed on them by the District for the receipt of services and books.

Library Education

Growth in all areas of library activity and change in library technology have required repeated emphasis on the need for retraining and continuing education for all levels of library staff. As new small libraries are formed throughout the county in newly established or developing communities, the staff for these libraries will most often need general training in the basics of library service. As existing libraries grow from community libraries to metropolitan resource libraries, there will be the need for expanded professional level staff and for retraining of existing professionals in new technologies that should be utilized in making the local library more efficient. In the largest libraries there is a continuing need for retraining among technical, clerical and professional staffs as the publishing industry and computer technology alter and refine their procedures and practices.

A consortia of governmental agencies cooperatively support a continuing education organization called AGTS (Arizona Governmental Training Service). This organization willingly and

at minimal costs opens its training to employees of other jurisdictions in the county. Most of its continuing education programs are those that generally meet the demands of all types of governmental employees. Programs ranging from secretarial expertise, to stress management, to personnel management are offered. AGTS assures the library community that it need not attempt to duplicate the various management workshops; it also offers its services for providing some library specific education.

The OCLC supplier, AMIGOS, in Dallas, Texas, provides updates in handling that area of technology. Again, their efforts do not need to be duplicated.

Some small library specific groups, such as online users group, medical librarians, law librarians, etc., not only provide training for their own staffs but also invite other parts of the library community to share in their efforts.

The Maricopa County Library Council, and the Arizona Department of Library, Archives and Public Records also provide library specific training to a wide variety of the library community.

Both Mesa and Glendale Community Colleges provide technical training in library basics in a more formalized educational environment. Each offers a technicians certificate upon completion of the two year course. The University of Arizona's graduate library school has begun offering a large number of professional level formal courses in Maricopa County. In recent years the number of students enrolled in U of A extension courses has equalled or been greater than those enrolled full time at the University in Tucson.

All of these agencies must regularly update their training programs, cooperate among each other and support each other for the long range educational benefit of all libraries in Maricopa County.

CONCLUSION

Out of this long description of libraries in Maricopa County and the climate in which they exist, have come the variety of Goals and Objectives printed at the beginning of this document. Those Goals and Objectives are collectively aimed at one principle: excellence.

A community, a school, an university, an office, an industry - in any one of them - the quality of its information service establishes the quality of the unit. Our libraries are the basic unit and provider of information services in our society. If we maintain their excellence, the quality of our lives is strengthened.

This plan offers guidance toward achieving the quality of excellence. It is limited in that it can only suggest and recommend, it cannot mandate.